CHAPTER 4

METHODOLOGY

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4.1 Introduction

This chapter outlines the methodology used in this study. It describes research framework, sampling design, the survey instrument, data collection procedure and data analysis technique used to measure the morale of soldiers in the Army.

4.2 Research framework

Research framework for this study is limited to seven factors that affect the morale of the soldiers. The seven factors are basic facilities, job satisfaction, leadership function, peer satisfaction, pay and allowances, career satisfaction and recognition believed to have effect on morale of the soldiers. The factors and then effect on morale is as follows:

Table 4.1 Factors that affect morale

Factors	Factor Name	Affects
Basic Facilities	FACSAT	Basic facilities provided will affect the morale of the soldiers
Job Satisfaction	JOBSAT	Job Satisfaction is important to develop high morale of the soldiers
Leadership Function	LEADSAT	Good leadership tend to create high morale among the soldiers
Peer Relationship	PEERSAT	Good peer relationship in the working environment or during informal occasions tend to boost morale

Pay and Allowances	PAYSAT	Pay is important in gaining high morale of the soldiers
Career	CAREESAT	Career opportunities can promote high morale of the soldiers
Recognition	RECOGNI	Recognition is important to enhance high morale of the soldiers

4.3   Sampling Design

The survey method was utilised to obtain primary data for the purpose of the study. A total of 300 personnel from the various categories of service, rank and location of the "Other Rank" personnel were selected based on random sampling representing about 60,000 Army personnel. In the Army "Other Rank" refers to Army personnel with the rank of warrant officer 1 and 2, staff sergeant, sergeant, corporal, lance corporal and private or equivalent. Where as another group is an officer with the rank of second lieutenant until general. The researchers distributed the questionnaires to selected sample. Respondent were given two weeks to complete the questionnaire and submitted through the Unit Administration Officer. The researcher than will personally collected the completed questionnaires from the Administrative Officer. Soldiers of all level of ranks based in Port Dickson, Seremban and Taiping were selected. as these areas are closer to researchers workplace and located at urban areas. This will also facilitate follow-up studies. Quota sampling was applied for this study and the breakdown of respondents as table 5.1 in chapter 5

4.4   The Survey Instrument.

The survey questionnaire is designed to gauge the demographic characteristics, respondents' attitude, perception and satisfaction toward their career as soldiers in the Army. The questionnaire is translated to Bahasa Malayu as respondents have received their education in the Malay language. A five points Likert Scale rating from 1 to 5 is used to determine respondents

perception and satisfaction in the service. The scales of 1 and 2 indicate satisfaction and scales of 4 and 5 indicates dissatisfaction. The morale of the respondents is measured by the level of satisfaction with the seven factors, basic facilities (9 questions), job satisfaction (3 questions), leadership (7 questions), peer relationship (4 question), pay and allowances (6 questions), career (4 question) and recognition (4 question) that are believed to have effect on morale. Respondents are required to respond to a total of 37 statements dealing with the factors mentioned.

The first section of questionnaire asked for demographic characteristic of the respondents. The important demographic factor that has relationship with other seven factors includes sex, age, marital status, race, term of service, rank, and service. The other sections in the questionnaire obtained responses on the following:

4.4.1 Section 2- Basic Facilities. This section has nine staments which gauge the respondents' satisfaction on basic facilities provided by the service.

4.4.2 Section 3 - Job Satisfaction. This section has three statements, which gauge the respondent satisfaction with the job environment and job achievement.

4.4.3 Section 4 - Leadership. In this section, there are seven statements to gauge the respondents' view of the leadership style adopted by all level of commanders.

4.4.4 Section 5 – Peer Relationship. This section has four statements, which actually measures the satisfaction of the soldier as regards have relationship with his peers at the workplace and outside the job.

4.4.5 Section 6 – Pay and Allowances. This section measures the level of satisfaction of the soldiers with the current pay and allowances. There are six statements on issues related to pay and allowances.

4.4.6 Section 7 – Career. The four statements constructed in this section measures the level of satisfaction of the career progressive of the soldier in the Army.

4.4.7 Section 8 – Recognition. This section has four statements, which gauge the respondents' attitude towards the recognition and pride of being a soldier in the Army.

4.5   Data Collection Procedure

The primary data was gathered through one set of self-administered questions. However some of the respondents were informally interviewed as to know generally about their views on subject matters. A total of 300 sets of questionnaires were distributed to the soldiers in the Service Corp Training Centre (PULMAT), Army Institute of Management (IPDA), Army Recruit Training Centre (PUSASDA), 15 Royal Malay Regiment, 72 Service Corp Battalion and 72 Divisional Workshop. All completed questionnaires were returned by respondents to the researchers.

4.6   Data analysis Technique

The Statistical Package for Social Programme (SPSS) was used to process the data. Descriptive statistics such as frequent distribution, mean scores, cross tabulation were utilised to summarize the results. A five point Likert Scale was used to measures responses to factors in the 37 questions. In analysing the data, frequency counts and percentage were first used to describe the demographic characteristics. Subsequently frequently distribution, mean scores and cross tabulation were used to explain respondents' opinion on the subject matter.